



# Shrewsbury Public Schools

## District Goals 2004-2005

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*The Shrewsbury Public Schools, in partnership with the community, will provide students with the skills and knowledge for the 21<sup>st</sup> century, an appreciation of our democratic tradition, and the desire to continue to learn throughout life.*

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**I. Curriculum, Instruction and Assessment****Central Office Liaison: Judith Evans**

Essential Question: Does the instructional program meet the educational needs of all students and result in steadily improving student achievement?

<b>1. Continue work on prior district-wide initiatives.</b>		
<b>Action Steps</b>	<b>Sources of Evidence</b>	<b>Facilitator</b>
1.1 Review MCAS results and make appropriate recommendations for program changes to improve percentages of students scoring proficient or advanced. Any program changes with budget implications will be made by November 2004.	Data analysis Meeting minutes Action Plan	Judith Evans Principals Curriculum Specialists Curriculum Coordinators Department Directors
1.2 Review AYP status of each school and set short and long-term improvement goals to meet state-defined targets.	Data analysis Meeting minutes Action Plan	Judith Evans Principals Curriculum Specialists Curriculum Coordinators Department Directors
1.3 Make improvement of mathematics education a district priority through implementation of: <ul style="list-style-type: none"> <li><input type="checkbox"/> Content professional development</li> <li><input type="checkbox"/> October math displays district-wide</li> <li><input type="checkbox"/> PTO math workshops</li> <li><input type="checkbox"/> Everyday math pilot K-6</li> <li><input type="checkbox"/> Review of grade 7/8 program articulation</li> <li><input type="checkbox"/> Review of high school integrated program</li> <li><input type="checkbox"/> Targeted mentoring of new math teachers grades 5-8</li> </ul>	PD Offerings Displays PTO Workshop Agenda Pilot Minutes Program Review Minutes	Anthony Bent Judith Evans Principals Gary Chalmers Barbara Swidler Jean-Marie Johnson
1.4 Continue to review senior year options, pilot internship program, and make appropriate recommendations for program development	Meeting Minutes Surveys School Committee Vote	Dan Gutekanst Senior Year Review Committee
1.5 Increase opportunities for parental education through PTO-sponsored workshops and programs.	Parent Programs	Anthony Bent Teacher Interns PTO Presidents
1.6 Align the district PreK curriculum with the state PreK learning guidelines and ensure articulation between the PreK and kindergarten curricula.	Curriculum documents	Mary Lammi Judy Rogers

<b>2. Implement the Revised Program Review Process.</b>		
<b>Action Steps</b>	<b>Sources of Evidence</b>	<b>Facilitator</b>
2.1 Conclude the self-study process and host visiting teams for Foreign Language and Educational Technology and Media.	Agenda and Minutes Self-Study Documents Visiting Team Report	Judith Evans Facilitation Teams Documentation Teams
2.2 Begin self-study process for Social Studies and Music.	Agenda and Minutes Self-Study Documents	Jennifer DiFrancesca Bonnie Narcisi Facilitation Teams Documentation Teams
2.3 Develop action plans in response to the mathematics and science/technology visiting team reports.	Action Plan	Judith Evans Science/Technology Facilitation Team Mathematics Facilitation Team
2.4 Review recommendations of previous curriculum visiting teams and present updated status report to the school committee in January 2005.	Updated status report Action plan for future implementation	Judith Evans Patricia Holloway Joyce Teggart Patricia Degon Bonnie LaBelle

<b>3 Expand the district initiative to promote data-driven decision making.</b>		
<b>Action Steps</b>	<b>Sources of Evidence</b>	<b>Facilitator</b>
3.1 Continue development of common grade-level assessments, benchmarks, and exemplars for grades 1-5 to support the standards-based report card. Continue teacher professional development in these areas. Continue parent education in this area.	Grade-level assessments Exemplars Benchmarks Revised Curriculum Guides Parent Curriculum Guide Thompson PD	Judith Evans Elementary Principals Daniel Costello Curriculum Specialists Curriculum Coordinators
3.2 Develop common grade-level assessments, and institute a process for developing benchmarks and exemplars for grade 6 to support the movement to a standards-based report card for 2005-2006.	Grade-level assessments Exemplars Benchmarks Revised Curriculum Guides Parent Curriculum Guide	Judith Evans Daniel Costello Curriculum Coordinators
3.3 Fully implement new kindergarten report card.	Kindergarten Report Card	Judith Rogers
3.4 Review data relative to the achievement of students with special needs on the MCAS and make recommendations for program improvements.	Data analysis Action plan	Steven Dupuis Judith Evans Boston College / Assabet Collaborative Principals Caroline Gilmore Ann Gustafson Paula Leva

3.5 Analyze the organizational effectiveness of the grade 5-8 curriculum coordinators' positions and report to the school committee regarding the effectiveness of this model to support curriculum articulation and teacher instruction.	School Committee Report	Judith Evans Daniel Costello Steve Lobban
3.6 Continue to review, refine, and implement expectations for student learning in grades 9-12	NEASC Progress Report	Chuck Danielson SHSLT

**II. Teacher Excellence****Central Office Liaison: Thomas Kennedy**

Essential Question: Are teachers and support staff in the district well qualified and well prepared to provide a high quality of education to the students they teach?

<b>1. Continue to develop effective practices in recruiting and hiring.</b>		
<b>Action Steps</b>	<b>Sources of Evidence</b>	<b>Facilitator</b>
1.1 Update the Guidelines for Personnel Searches handbook that is used by district administrators.	Recruitment and hiring manual	Thomas Kennedy Anthony Bent SLT
1.2 Improve the recruitment and retention of classroom teachers and administrators by attending college and minority recruitment fairs.	Training Meetings with staff Data Analysis	Thomas Kennedy Daniel Gutekanst
1.3 Review hiring/orientation procedures for substitute teachers and building substitutes.	Data analysis Guidelines	Thomas Kennedy

<b>2. Continue to refine the professional development program and provide opportunities for staff development.</b>		
<b>Action Steps</b>	<b>Sources of Evidence</b>	<b>Facilitator</b>
2.1 Review the Teacher Mentoring and Induction Program and make appropriate changes to incorporate Strategies for Effective Teaching I /II into the program.	Teacher Mentor Activities New Teacher Orientation Induction Activities SET I/II Curriculum	Thomas Kennedy Judith Evans
2.2 Review and revise the Administrative Mentoring and Induction Program.	Program guide	Judith Evans Thomas Kennedy Anthony Bent
2.3 Provide appropriate professional development, mentoring, and support for Grade 5-8 curriculum coordinators and lead teachers	Professional development Mentor/induction program	Judith Evans Thomas Kennedy Daniel Costello Steve Lobban
2.4 Establish a District Diversity Committee to plan activities to support tolerance, respect for diversity, and increased understanding of cultural values.	Committee established Activities implemented	Thomas Kennedy Anthony Bent Daniel Gutekanst
2.5 Ensure that NCLB requirements for highly qualified teachers are met through appropriate professional development programs.	Data analysis Professional Development Programs	Judith Evans Thomas Kennedy
2.6 Review professional development offerings for instructional aides	Program review	Thomas Kennedy SLT

**3. Expand opportunities for teacher advancement.**

Action Steps	Sources of Evidence	Facilitator
3.1 Increase opportunities for experienced teachers to assume greater, compensated roles within the district as funded by the Teacher Quality Grant	Paid Internships Opportunities in a variety of areas	Anthony Bent Teacher Interns Lead teachers
3.2 Investigate the need for the creation of an in-district administration certification program.	Data analysis	Judith Evans Thomas Kennedy Anthony Bent

**4 Continue to develop effective employment practices for support staff.**

Action Steps	Sources of Evidence	Facilitator
4.1 Review recruitment, hiring, and related employment practices for support staff (e.g. instructional aides, secretaries, and cafeteria staff)	Data analysis Procedure analysis	Thomas Kennedy
4.2 Review and revise the evaluation instrument for instructional aides	Evaluation Instrument	Thomas Kennedy

**III. Student Support Programs and Services****Central Office Liaisons: Anthony Bent and Judith Evans**

Essential Question: Does the district provide the supportive programs and services its students need to achieve educational success?

<b>1. Review and revise procedures relating to the delivery of special education, guidance, reading, ELL, and Title I services.</b>		
<b>Action Steps</b>	<b>Sources of Evidence</b>	<b>Facilitator</b>
1.1 Implement a comprehensive review of K-12 Guidance Curriculum and Services. This review should include an analysis of the need to add social worker services for the school district.	Data Collection and analysis Surveys Interviews Review of Best Practice	Judith Evans, Nick DiPilato Sue DiLeo, Steve Dupuis Jayne Wilkin, Ellen Meyers Anthony Bent Review Committee
1.2 Ensure the effectiveness of the K-12 Literacy Team through the integration of ESL within the team.	Meeting minutes Professional Development	Judith Evans, Patricia Lambert K-12 Literacy Team
1.3 Review program for English Language Learners (ELL) and implement further training for classroom teachers.	Meeting minutes Training sessions held	Judith Evans Patricia Lambert ELL teachers
1.4 Implement action plan steps defined for student services by the Coordinated Program Review.	Action Plan Progress Report	Steve Dupuis
1.5 Implement recommendations of the ABA evaluation, including standardizing ABA curriculum across grade levels, professional development for ABA technicians, parent support, and CALM training.	Meeting minutes Program implementation Training sessions held	Steve Dupuis
1.6 Develop a district-wide 504 manual.	Manual	Anthony Bent 504 Coordinator Alice Brennan
1.7 Study recommended service models for low-incidence special needs students in grades K-4.	Meeting minutes Review of best practice Recommendations	Steve Dupuis
1.8 Explore the creation of alternative educational programs for at-risk students in grades 5-12.	Meeting minutes Data analysis Recommendations	Dan Gutekanst Steve Lobban Dan Costello Judith Evans Guidance staff Special education staff
1.9 Explore the creation of formal transition programs for students and families new to the district.	Meeting minutes Data analysis Recommendations	SLT Guidance Staff

#### IV. Leadership and Governance Central Office Liaison: Anthony Bent

Essential Question: Does the district have effective leadership and governance?

<b>1. Expand the district's activity in annual and longer range planning and goal setting.</b>		
Action Steps	Sources of Evidence	Facilitator
1.1 Develop a District Improvement Plan in accordance with Department of Education Guidelines and align School Improvement Plans with the District Improvement Plan.	District Goals District Improvement Plan	Anthony Bent
1.2 Develop a five-year plan for budget and staffing.	Document	Anthony Bent Patrick Collins
1.3 Establish a district-wide calendar development committee to review the structure of the school year (professional development days, holidays, vacations)	Committee agendas	Anthony Bent School Committee Coordinating Council SLT

<b>2. Expand community and staff communication strategies.</b>		
Action Steps	Sources of Evidence	Facilitator
2.1 Increase staff access to electronic information through web-based mail, grading, and implementation of Chancery SMS for grades K-8.	Staff training	Bob Cornacchioli
2.2 Review programming on Channel 34 and make recommendations for improvement.	Programming Schedule Community Feedback	Anthony Bent Bob Cornacchioli
2.3 Explore additional avenues for community outreach and involvement through: <ul style="list-style-type: none"> <li><input type="checkbox"/> support of listservs for all schools</li> <li><input type="checkbox"/> enhancing school-based television programming</li> <li><input type="checkbox"/> increasing school-based SSJ programming</li> <li><input type="checkbox"/> hosting principal coffees at each school.</li> </ul>	Additional modes of communication	Anthony Bent SLT
2.4 Establish and publish a calendar that includes key district dates like end of terms, report card issuances, and standardized testing.	Calendar	Anthony Bent

<b>3 Continue accreditation efforts at school sites.</b>		
Action Steps	Sources of Evidence	Facilitator
3.1 Implement the action plan that responds to the high school's NEASC report recommendations	Progress Report SIP	Daniel Gutekanst, NEASC Follow-up Committee



3.2 Implement the Middle School action plan in response to the New England League of Middle Schools (NELMS) report.	Data collection Meeting minutes SIP	Steve Lobban Daniel Costello Steering Committee School Councils
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<b>4 Strengthen the concept of continuous learning in the district.</b>		
<b>Action Steps</b>	<b>Sources of Evidence</b>	<b>Facilitator</b>
4.1 Expand collaboration with Assabet Collaborative districts to broaden professional development offerings.	Expanded Professional Development program	Judith Evans Professional Development Committee
4.2 Continue to enhance the peer observation program for teachers in the mentor program through the SET I /SET II program.	Observation data	Thomas Kennedy Judith Evans Mentor Coordinators Principals

**V. Business and Financial Management****Central Office Liaison: Patrick Collins**

Essential Question: Does the district maintain adequate accounting and financial reporting procedure to inform district-level and school-level decision making, ensuring effective managerial control over the use of funds, and facilitate accountability to the public?

<b>1. Plan for future school space needs and facilities use.</b>		
<b>Action Steps</b>	<b>Sources of Evidence</b>	<b>Facilitator</b>
1.1 Review enrollment projections and begin ten-year plan to meet facility needs.	Meeting agenda and minutes	Anthony Bent Patrick Collins
1.2 Develop educational specifications for renovation/addition to the Sherwood Middle School and establish communications with appropriate town boards, including the Sherwood Building Committee.	Timeline Planning documents	Anthony Bent Patrick Collins Daniel Costello
1.3 Evaluate the need to redistrict for 2005-2006 to alleviate overcrowding caused by enrollment growth in the Floral Street School district.	Meeting minutes Reconfiguration analysis	Anthony Bent Patrick Collins Joseph Sawyer Coordinating Council
1.4 Study Paton core facilities and make recommendations for improvement.	Meeting minutes Recommendations	Steve Dupuis Jayne Wilkin Patrick Collins
1.5 Develop safety, parking, and site accessibility plans for each school in cooperation with the Shrewsbury Police Department.	Meeting minutes Recommendation	Patrick Collins Principals Wayne Sampson

<b>2. Make improvements to the school transportation system.</b>		
<b>Action Steps</b>	<b>Sources of Evidence</b>	<b>Facilitator</b>
2.1 Maximize use of Versatrans software for route optimization for 2004-2005 school year.	Meeting minutes Route Analysis	Patrick Collins
2.2 Review school start/end times and use of buses to ensure efficient and effective transportation system.	Data analysis	Patrick Collins
2.3 Review effectiveness of transition to full-time bus monitors for selected buses.	Data analysis	Patrick Collins
2.4 Review the effectiveness of the Sherwood/Oak traffic patterns.	Data analysis	Patrick Collins Dan Costello Steve Lobban

**3. Implement strategies to conserve district resources and increase district revenue.**

Action Steps	Sources of Evidence	Facilitator
3.1 Work closely with Department of Public Buildings personnel to develop conservation measures for teachers, students, and administrators to conserve energy	Data analysis	Patrick Collins Anthony Bent Bob Cox
3.2 Investigate ways to increase community and business partnerships in order to acquire resources and /or raise additional revenue.	Data analysis	Patrick Collins Anthony Bent

**4. Review publications for employees.**

Action Steps	Sources of Evidence	Facilitator
4.1 Update employee handbooks for secretaries, instructional aides, and ABA technicians.	Revised handbooks	Thomas Kennedy
4.2 Create district personnel handbooks for employees.	Handbooks	Thomas Kennedy